TORRANCE STRATEGIC PLAN



2012 - 2013



back negative! So the Marsh will be re-opened with limited hours; from 10 a.m. to 3 p.m. and closed on Mondays. Once the chickens in he sentinel coop are negative for WNV, Madrona Marsh will open regular hours 10 a.m. to 5 p.m. For information on the closure <u>click</u> <u>here</u>. Keep in mind the closure times have not affected The Nature



INTRODUCTION

- On August 12, 2008, the Torrance City Council adopted the 2008 Strategic Plan
 for the City. The Plan was updated by a group of sixteen citizens, who met
 weekly from January through May. Making use of data gathered by means of
 statistically valid telephone surveys, a number of focus groups held throughout
 the city and a Community Profile, the Strategic Plan Committee carefully
 reviewed the City's 1999 Strategic Plan and compared it with current data in
 deciding where changes were warranted.
- The biggest change in the Strategic Plan is the addition of a new priority addressing environmental concerns and practices. This priority, entitled "Stewardship of the Environment", addresses goals ranging from increased recycling to more environmentally friendly development practices, and also includes goals encouraging new, green businesses.
- The 2008 Strategic Plan also places greater emphasis on education, encouraging the City to find ways to collaborate and partner with the Torrance Unified School District to allow both entities to operate more efficiently. Cultural diversity also receives a greater emphasis than in previous plans, as survey data showed that residents valued the diversity in our community, but felt that the City could do more to demonstrate that value.
- After five months of diligent work, the Strategic Plan Committee was proud to
 present the 2008 Strategic Plan to the Council and the community, believing that
 it reflects a vision for the City consistent with the hopes and desires of the
 community. The Strategic Plan Committee also believed that the Strategic Plan
 will inspire Torrance residents to strive to be and do the best that can be done,
 both as individuals and as members of the Torrance community.
- Since its adoption, the City of Torrance has been working on implementing aspects of the Strategic Plan utilizing an Action Plan to implement the goals and sub-goals identified in the Plan.
- To align the Strategic Plan with specific programs, projects, and policies, Staff developed Key Performance Indicators (KPIs): tools used by Staff to achieve, measure, and report progress toward Priorities, Goals, and SubGoals.
- · Each KPI is associated with one or more SubGoal(s) and contains:
 - Indicator What we measure;
 - · Measure(s) How we measure it;
 - · Target(s) The result we want; and,
 - · Narrative Summary description of KPI
- At the end of each calendar year, the City will highlight major accomplishments of the Strategic Plan with the Community Report.

STRATEGIC PRIORITIES

1. Appearance, Character and Quality of the Community



6. Reliable Revenue Base and Effective
Asset Management



2. Communication and Civic Involvement



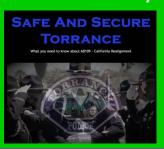
7. Responsive, Accountable and Cost Effective Government



3. Economic Development



8. Safe and Secure Community



4. Education, Diversity and Enrichment



9. Stewardship of the Environment



5. Infrastructure



10. Traffic and Transportation



LINK TO STRATEGIC PLAN WEB REPORT

1.Appearance, Character and Quality of the Community

- Torrance Centennial Plaza
- Pacific Electric Railway El Prado Bridge
- Downtown Torrance Pedestrian Improvement
 Project Cravens Avenue

Torrance Centennial Plaza





INDICATOR – Historic information, recognition and preservation

MEASURE – Preservation: Revitalization of Downtown Torrance

PROFILE - Constructed to commemorate the City's Centennial, in 2012. A Time Capsule was included and placed within a vault in the plaza, to be opened in the next centennial. Benches circle the plaza for a nice seating area near the downtown Torrance Bakery and other eateries. Seed Group of Torrance designed the plaza, giving it a contemporary landscape which reflects the Historic Pacific Electric Railway-El Prado Bridge on the park sign and brick pathway. Funds were raised by the Torrance Centennial committee through donations and personalized brick sales.

BUDGET - \$212,500

STATUS: Completed on September 16, 2012

LOCATION: El Prado Park, Prado Avenue (from Carson St. to Cravens Ave.)



Pacific Electric Railway – El Prado Bridge



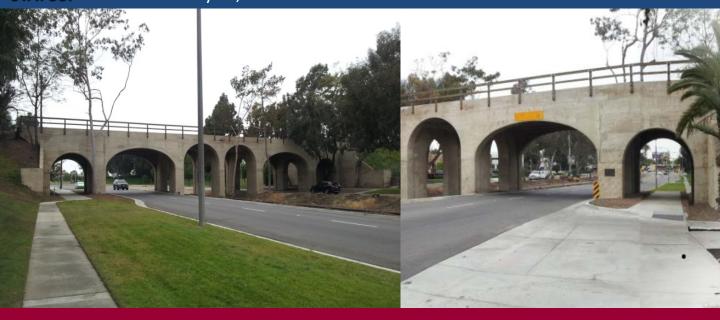
INDICATOR – Historic Information, recognition, and preservation

MEASURE - Recognition: Recognition program for restored/ rehabilitated historic buildings

PROFILE - The Pacific Electric Railway- El Prado Bridge, as the bridge was named during this phase of the project, was due for maintenance, according to a 2009 bridge report by the Los Angeles County. This 100 year old bridge, designed by Irving Gill in 1912, was in need of spall and crack repair to prevent further damage. Ivy, which exacerbated the damage, was removed, cracks and spalls repaired, and the top wood railing refurbished. The bridge is protected by an anti-graffiti coating and sealant that will further protect the bridge for years to come

BUDGET - \$314,000

STATUS: Dedicated on May 23, 2013



Downtown Torrance Pedestrian Improvement Project – Cravens Ave.



TO MATCH EXISTING



ADA RAMPS & PAVING



STREET NAMES



PROPOSED STREET NAMES IMPRINTED INTO TOP OF SIDEWALK



WAYFINDING FOR PUBLIC PARKING



EXISTING BENCH



ALTERNATE BENCH BY SAME MANUFACTURER



FXISTING TRASH RECEPTACLE





COLORED CONCRETE PAVERS



GRANITE & CONC. BRICKS



WORLD'S TRADE FAIR BIKE RACK AT SELECT AREAS



PROPOSED BENCH



CAREX TESTACEA



KARL FORSTER



SALVIA LEUCANTHA



AGAVE ATENUATA ARBOLEDA BLUE







GREEN CARPET

INDICATOR - Historic information, recognition and preservation

MEASURE – Revitalization of Downtown Torrance

PROFILE - The Downtown Pedestrian Improvement Project is an effort to stimulate and revitalize the downtown area by making it a more attractive and viable area for pedestrians. This project will include new sidewalk, enhanced crosswalks, landscaping, street furniture (benches, trash receptacles) and wayfinding signage to improve the pedestrian experience. In addition, the Downtown Pedestrian Improvement Project will include improvements to the roadway and rehabilitation of water mains. The City has been able to secure MTA grant funding with matching City funds and gas tax funding.

STATUS: Construction is scheduled to start Fiscal Year 2014/15 **BUDGET - \$1,218,000**

2. Communication and Civic Involvement

- eNewsletter
- Students and Government Day
- Leadership Torrance

eNewsletter

Torrance eNEWSLETTER



Breaking NEWS

Torrance Events Calendar





VOLUME 2 | ISSUE 13

APRIL 26 - MAY 2, 2012

HARDBACK BOOK SALE APRIL 27 & 28, 2012 KATY GEISSERT CIVIC CENTER LIBRARY MEETING ROOM



Friends Members Only pre-sale on April 27 from 2 - 6 pm (memberships sold at the door starting at 1 pm). The Friends of the Torrance Library will offer a great selection of encyclopedias, reference material,

children's books and thousands of books on a vast array of topics - all at bargain prices. A variety of records, CDs, cassette tapes, VHS tapes and DVDs will be offered. Learn more by clicking links below.

APRIL 27, 2012 | 2 - 6 PM

APRIL 28, 2012 | 9 AM - 4 PM

INDICATOR - Expand communication and information distributed through online and electronic media

MEASURE – Amount of content published and/or accessible through electronic sources

PROFILE – The eNewsletter is a weekly publication that highlights activities and events that are happening each week in Cultural Arts, Parks, Recreation and Libraries. **STATUS:** On-going









BE A PART OF TORRANCE HISTORY!

DEADLINE TO ORDER MAY 1 2012 TORRANCE RELAY FOR LIFE
SATURDAY, APRIL 28, 2012 & SUNDAY, APRIL 29, 2012
8:30 A.M. - 9 A.M.

An overnight team event to raise donations for the fight against cancer held at the South High School practice field.

No matter who you are, there's a place for you at Relay. Each dollar you raise will help save lives. How far will you go



Students & Government Day



INDICATOR – Leadership Program Opportunities

MEASURE – Providing of and participation in Leadership Programs – Students and Government Day

PROFILE – Twenty 8th grade students participated in the 7th Annual Students and Government Day Program. Students were selected based on their essay response recommending a local law that would improve the City of Torrance. Participants toured the Police Department, job shadowed an elected official or department head, and conducted a portion of the City Council meeting.



Leadership Torrance



KPI # - 15 INDICATOR – Leadership Program Opportunities

MEASURE – Providing of and participation in Leadership Programs – Employee Participation in Leadership Torrance

PROFILE – Five City Employees participated in the Torrance Area Chamber of Commerce's Leadership Torrance program. Participants strengthened their role as community leaders by examining citywide issues, developing a broad network of professional relationships and resources, and connecting with top leaders and experts in South Bay. For their project, the 2013 Leadership Torrance class created a one stop information hub (web page, mobile app) to allow visitors to the AYSO 2014 event to access information on local points of interests, including hotels, restaurants, shops, and other destinations.



3. Economic Development

- Business Attraction
- Downtown Business District
- Job Placement and Training
- Collaborative Partnership
- Business Outreach

Business Attraction



















INDICATOR – Attract, develop, and encourage e-commerce, hi-tech companies, and international trade and headquarters

MEASURE – Develop and implement a recruitment plan for the selected business market **PROFILE** – The Office of Economic Development provides support in planning meetings with businesses interested in coming to Torrance, works to attract new business via outreach at a regional conference, and works toward supporting new business models.

STATUS: On-going













MUSHEL DEVELOPMENT SONE





Downtown Business District



INDICATOR – Plan for revitalization and redevelopment of the Downtown Business District **MEASURE**–Create a plan for revitalization and redevelopment of downtown business center **PROFILE** – The Centennial Parade and 6th Annual Torrance Advantage Awards, both held in Downtown Torrance, supported local restaurants and provided free advertising and promotion opportunities.

STATUS: On-going











Job Placement and Training

























INDICATOR – Career opportunities

MEASURE – Promote job placement and training services available to Torrance residents through the Pacific Gateway Workforce Investment Network (PGWIN)

PROFILE – The Office of Economic Development works in close partnership with PGWIN to provide resources and tools to the local business community in hiring and training staff at little to no cost to the employer.

STATUS: On-going

Acuclaims

Azalie Medical Billing

BabyCakes

Ball Corporation

Beach Citites Medical Management

BrightStar Care

Buy Buy Baby

BYX Financial, Inc.

Cable AML

City of Torrance

Cloud, Minturn & Assoc.

Compex Legal Services

Conesys

Elite Logistics (Pelican)

Encore Staffing

Exxon Mobil

Goodridge USA

Helpmates Staffing

Hi-Shear

Hitachiya USA

HomeGoods





ITP Strategic Johnson's Alignment **Kepner Plastics** LCT Management Little Company of Mary MaCom Marshalls Night Owl Dental Orchard Supply Hardware Panasonic Party City Pelican Products R.B. Zack & Assoc. Robinson Helicopter TJ Maxx **Torrance Chamber of Commerce** Totex Walmart Walmart Neighborhood Market WorkNexus (MOOG)

KPI # - 22

Collaborative Partnerships







INDICATOR – Collaborative partnerships

MEASURE - Promotion and partnership utilizing City programs and services

PROFILE – The Office of Economic Development provides planning and logistics assistance to regional and national events through collaborations with City departments, Chamber, School District and Tourism Business Improvement District, and promotes City programs such as the Business Watch Program through Torrance Police Department to the Business community.

STATUS: On-going

Businesses enrolled in Torrance Police Department Business Watch Program







KPI # - 23

Business Outreach



INDICATOR – Resource awareness

MEASURE – Monthly visits from Economic Development Team Member (s) to identify business needs

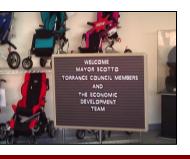
PROFILE – The Economic Development Team, comprised of staff from various City departments, conducts business visits, acting as liaisons to the business community, providing tools and resources and promoting services to support the local economy. **STATUS**: On-going



Economic
Development Team
meetings with
existing and future
businesses











4. Education, Diversity and Enrichment

Youth Sports Wall of Honor

Youth Sports Wall of Honor



INDICATOR - Coordination of organized youth sports activities both public and private

MEASURE – Improve public awareness of both City and non-City youth sports organizations

PROFILE – Sports Wall of Honor honors youth that have excelled at the state level or beyond. This is supplemented by regular recognition at City Council meetings.

STATUS: Wall completed on January 9, 2012. Recognition is ongoing.



5. Infrastructure

- Rehabilitation of Sidewalks
- Western Avenue Landscape
- Maintenance/repair of Sewer Lines
- Del Amo Boulevard Extension
- Skypark Utility Undergrounding

Rehabilitation of Sidewalks



INDICATOR - Well functioning infrastructure systems

MEASURE – Systematic planning for long-term maintenance, replacement, rehabilitation and development of City's infrastructure system

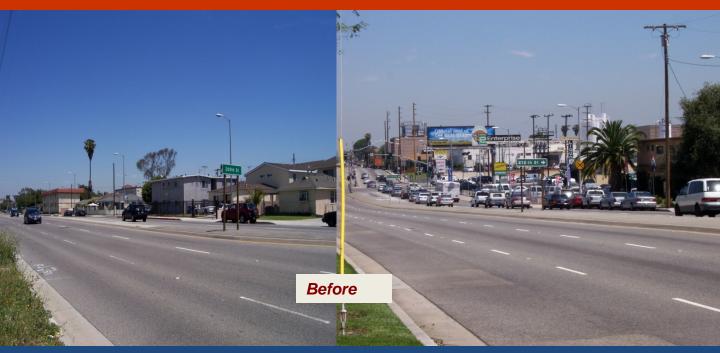
PROFILE – Public Works Department maintains the City's curbs, gutters, sidewalks and ramps. These concrete items are susceptible to damage by invasive tree roots. The Concrete Repair Section removes and replaces more than a mile of curbs and gutters and over 1-1/2 acres of sidewalks, driveway approaches and wheelchair ramps each year.

STATUS: On-going



KPI#-53

Western Avenue Landscape

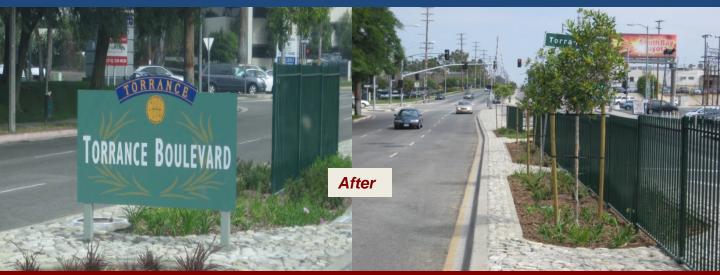


INDICATOR - Well functioning infrastructure systems

MEASURE – Systematic planning for long-term maintenance, replacement, rehabilitation and development of City's infrastructure system

PROFILE – Asphalt medians were removed and replaced with landscaping, irrigation, fencing and signage. The project extended between 190^{th} and Carson Streets. Signage was placed for the major east and west thoroughfares.

STATUS: Project completed in late 2011. On-going maintenance.



Maintenance/Repair of Sewer Lines



INDICATOR - Well functioning infrastructure systems

MEASURE – Systematic planning for long-term maintenance, replacement, rehabilitation and development of City's infrastructure system

PROFILE – Maintenance and repair of sewer lines occurs in a systematic approach. **STATUS:** On-going



Del Amo Blvd. Extension



INDICATOR - Well functioning infrastructure systems

MEASURE – Systematic planning for long-term maintenance, replacement, rehabilitation and development of City's infrastructure system

PROFILE –

- 1999: Adopted in City's Capital Budget. Secured \$13.1M of grant funds
 - 2004: Completed EIR/EA document (CEQA/NEPA)
 - 2007: Secured additional \$7M federal grant
 - 2009: Completed design and obtained ROW. Secured additional \$3.1M ARRA funds.
 - 2010: Construction begins
- 2012: Construction complete. Total cost = \$34M

STATUS: Completed



Skypark Utility Undergrounding



INDICATOR - Encourage undergrounding utilities.

MEASURE – Encourage undergrounding utilities.

PROFILE – The Lowe's Development was required to underground approximately 900 feet of 2,300 feet of overhead utilities. The City continued this effort by declaring the segment of Skypark Drive from Garnier to Crenshaw as an Underground Utility District (UUD #17). City Council adopted a resolution establishing UUD #17 on June 10, 2008. SCE started the undergrounding improvements in Spring 2009 and completed construction in Spring 2010. UUD #17 ensures no new overhead utilities will be authorized to be built.

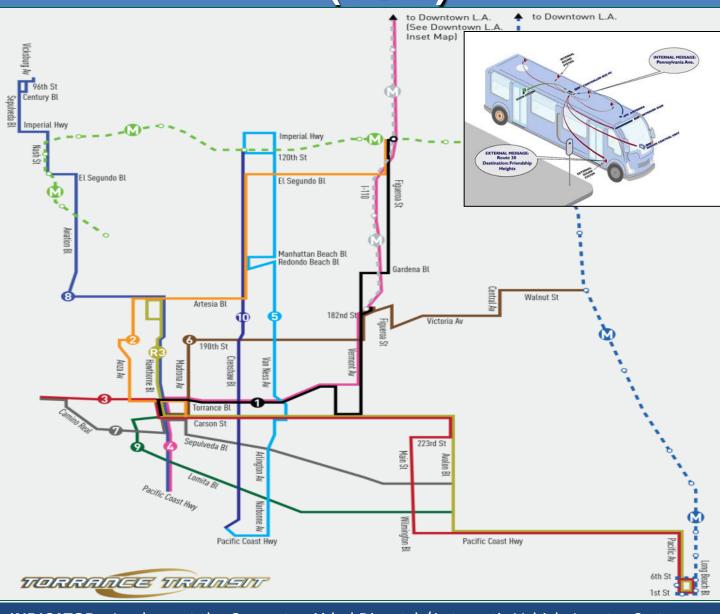
STATUS: On-going



7. Responsive, Accountable and Cost Effective Government

- Transit Operations Management (TOM)
- Transit Apprentice Relief Bus Operator Program
- Torrance Permit Center

Transit Operations Management (TOM)



INDICATOR – Implement the Computer Aided Dispatch/Automatic Vehicle Locator System (CAD/AVL) System known as the Transit Operations Management (TOM) System.

MEASURE – Improve service operational efficiency and enhance service reliability for public transit.

PROFILE – The public will be able to access real time bus location and schedules via their computer or smart devices. Project is underway and is scheduled for a December 2014 launch.

STATUS: On-going

Transit Apprentice Relief Bus Operator (ARBO) Program



INDICATOR - Implement the ARBO Program in order to meet the demands for qualified and highly skilled bus operators.

MEASURE - Continuously recruit and train new Bus Operators for Torrance Transit.

PROFILE – In order to ensure that our Bus Operators are among the best in the industry, the ARBO program was created to teach entry level/apprentice Drivers on how to correctly and safely operate our buses. ARBO Graduates are then eligible for promotion to Bus Operator after successfully passing probation.

STATUS: Implemented. On-going.



Torrance Permit Center



INDICATOR - Improved customer service in the development and building permit process

MEASURE - Physical consolidation of the permit process (the "One-Stop Center")

PROFILE – The Permit Center was completed in 2011. There has been cross training of employees to ensure a streamlined permitting processes and workflow. Fire Prevention, Building, Development Review, Engineering, Environmental and GIS work at the center. **STATUS:** On-going



8. Safe and Secure Community

Community Education

Community Education

SAFE AND SECURE TORRANCE

What you need to know about AB109 - California Realignment





INDICATOR – Community education in personal safety and crime awareness, prevention, and reporting

MEASURE - Participation in the Neighborhood Watch Program (NW)

PROFILE – The NW program was implemented to organize groups of citizens to prevent crime in their neighborhoods. Following Assembly Bill 109 (AB 109), and its impact on Law Enforcement and Communities, the "See Something, Say Something" crime awareness campaign was implemented on National Night Out 2013. This included an educational video on AB 109, personal safety and crime awareness, prevention, reporting, and the importance of becoming a NW member

STATUS: On-going



KPI # - 131

9. Stewardship of the Environment

- Green Waste Recycling Curbside Program
- Alternative Fuel Infrastructure
- Facilitate the Development of Alternative Fuel Infrastructure
- Transit Senior Ambassador Program

Green Waste Recycling Curbside Program



Visit www.TorranceCA.Gov/PublicWorks for more information

INDICATOR – Reduce solid waste by encouraging composting.

MEASURE – Percent of homes in green waste program and tonnage diverted.

PROFILE – Fully implemented in September 2012, the green waste program has just completed its first full year diverting 15,420 tons from the landfill. The program has increased the City's overall residential recycling rate by 18%.

STATUS: Complete





Alternative Fuel Infrastructure



INDICATOR - Provide alternative vehicle fueling/charging infrastructure at City Facilities for City & Public Use

MEASURE – Number of alternative fueling options available

PROFILE - Need project background

STATUS: Complete



Facilitate the Development of Alternative Fuel Infrastructure



INDICATOR - Facilitate the entitlement and permitting of Alternative fueling stations and infrastructure improvements

MEASURE – Complete all alternative fuel related Building Permits issued within 21 days

PROFILE – Since Jan. 2011, 50 of 50 Building Permits have been issued within 21-day goal, 47 of 50 have been issued the same day as permit request submittal.

STATUS: Achieved and On-going



MORE Chargers Coming:

- Del Amo Fashion Center 20
- TMMC 8
- Jerome's Furniture 2
- Phenomenex 2
- Coffee Bean (North) 1
- Providence MOB 2

Transit Senior Ambassador Program



INDICATOR – Implement a Senior Ambassador Program.

MEASURE – Train Torrance Seniors to teach other Seniors on how to utilize public transportation.

PROFILE – Using the services of Senior Volunteers, Transit trains these "Transit Ambassadors" to assist other Seniors to learn about and utilize public transit with confidence.

STATUS: Implemented.





10. Traffic and Transportation

Torrance Regional Transit Center

Torrance Regional Transit Center



INDICATOR - Restore a South Bay Regional Intermodal Transit Center – Torrance HUB (RTC) for the community

MEASURE – Permanent Regional Transit Center Created and Funding Secured for Regional Transit Center

PROFILE – Full funding was secured for the Regional Transit Center. Transit has enlisted the aide of an architectural design firm to look at cost estimation and alternative designs for the RTC. Designs were submitted and plans are to be developed for the 70% portion of the project.

STATUS: Expected completion in 2015.



Visit and follow the City of Torrance on the WEB









www.TorranceCa.Gov/SocialMedia